

Washington County
Site Redevelopment Program 2017

A U.S. Environmental Protection Agency
Brownfield Redevelopment Program



Site Redevelopment Program WI DNR Brownfields 101 Conference

May 10, 2018

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Overview

- Program Evolution
- Program Structure
- Program Performance Overview
- Brownfield Inventory Process
- Redevelopment Planning
- Driving to a Deal
- Collaboration to Achieve Success
- Lessons Learned & Best Practices
- Next Steps & Challenges
- Questions?



Program Evolution

Innovative Ideas

- 2012 - EDWC Advisory Committee
 - “Deepening the Economic Development Toolbox” in Washington County
- Creation and implementation of new innovative tools and funding supporting business growth activities
- History of heavy manufacturing in Washington County
 - Dating back to 1840s
 - City & Village historic centers
- Opportunity to focus on redevelopment of brownfield sites county wide



Program Evolution

Funding (failure) to Launch the Program

- FY2012 US EPA Brownfield Assessment Grant
 - Key lessons learned:
 - Identification and collaboration with target communities and sites
 - Connecting assessments into long term plans
 - Stronger commitments on leveraging



Program Evolution

Regroup

Proactively creating a countywide Site Redevelopment Program

vs.

Reactively responding to individual problem sites



Program Evolution

Endorsement of Program

- Hit the ground running
 - Local government meetings
 - 7 Cities/Villages
 - Meeting with Towns
 - Initial identification of key sites for redevelopment
 - Community based organization discussions
 - Branding is everything

“Brownfield Sites”

vs.

“Redevelopment Opportunity Sites”

- Full buy-in by elected officials



Program Evolution

Key Components to Success

Formation of Site Redevelopment Coalition



Program Evolution

Key Components to Success

- Joint effort between County Planning and Economic Development Washington County
 - Focus from initial stages of program
 - Linking the program with EDWC initiatives
- Collaborative multi-disciplinary approach
 - Environmental expertise
 - Planning & market research
 - Economic Development
 - Local & County Leadership



Program Evolution

Secured Funding to Launch the Program

May 2014 – US EPA announces Washington County awarded a \$600,000 Assessment Grant for Petroleum and Hazardous Brownfields

First in Wisconsin!

- County led coalition of local governments

\$200,000

- \$40,000 for each Coalition Partner

\$400,000

- Countywide Inventory & Prioritization of Redevelopment Sites
- Phase I Environmental Site Assessment
- Phase II Environmental Site Assessment
- Remedial Planning
- Reuse/Redevelopment Planning
- Community Outreach



Program Evolution

Key Components to Success

Formation of Site Redevelopment Steering Committee (SRC) 2013



Program Structure

Site Redevelopment Steering Committee

- Active participation in redevelopment process
 - Determines funding of redevelopment sites
 - Set direction & goals of program
 - Oversee redevelopment inventory
- In-depth understanding of challenges and opportunities
- Serves as liaison between SRC and their local government board
- Forum for local municipal representatives to present their challenging sites, learn from the challenging sites of others, and share in the outcomes/best practices/lessons learned
- enhances the development and retention of local best practices related to brownfields



Program Structure

Project Management Team

 **Deb Sielski, Deputy Planning & Parks Administrator** – County SRP Project Manager

- Managing the implementation of all SRP activities
- Grant administration and reporting
- Point of contact for US EPA, Coalition Partners, Consultants, SRC and County Board
- Coordinates PMT meetings, SRC meetings, Coalition Partner meetings, etc.

 **David Holmes, Senior Environmental Scientist** – Environmental Consultant

- Site redevelopment inventory
- Complete phase I & phase II environmental site assessments
- Complete site investigation
- Complete remedial planning
- Environmental expert - communications/meetings



Program Structure

Project Management Team



Jolena Presti, AICP, Principal Planner - Vandewalle & Assoc. Project Manager

Scott Harrington, AICP, Principal Planner

Jeff Maloney, Principal Designer

- Site Selection and Prioritization
- Assist in Remedial Action Planning
- Reuse/Redevelopment Planning
- Community Outreach & Involvement



Christian Tscheschlok, Executive Director

Deb Reinbold, Business Solutions Specialist

- Assist with site inventory and prioritization
- Connect potential business and other end-users with potential redevelopment sites that can be a focus for redevelopment investment and reuse
- Marketing redevelopment opportunities via an interactive Redevelopment Analysis Tool



Program Performance Overview

- ✓ - **Unveiling real environmental concerns**
- ✓ - **Reducing risk to businesses**
 - ✓ County-wide Inventory and prioritization
 - ✓ 17 sites -Phase I ESAs
 - ✓ 17 sites -Phase II ESAs
 - ✓ 2 site - Site Investigations and remedial action plans
- ✓ - **Connecting potential businesses and other end-users with redevelopment sites**
 - ✓ Redevelopment Site Analysis Web Tool
<https://businessreadywi.com/business-intelligence/redevelopment-tool/>
 - ✓ Employment retention/job creation



Program Performance Overview

- ✓ - **Community outreach and education**
 - ✓ www.co.washington.wi.us/SRP
 - ✓ 3 - fact sheets
 - ✓ Numerous - public meetings
 - ✓ 2 - success story project profiles
 - ✓ 1 - Lender commercial group meeting (great response...more to come)
- ✓ - **Leveraging resources to provide best opportunity for successful redevelopment**
 - ✓ Collaboration with WEDC, WDNR, banks, attorneys
 - ✓ Exceeded In-kind hours
- ✓ - **Opportunities for local governments**
 - ✓ 2 - Redevelopment Opportunities Analysis/Plans
 - ✓ Redevelopment 101



Site Inventory & Prioritization

- Comprehensive data gathering to assemble inventory of suspected brownfield sites.
- Extensive data gathered from variety of sources
- Provide holistic understanding of the site
 - Ownership
 - Acreage
 - Land Use
- 115 parcels identified



Levels of Analysis

Ranking the sites based on 3-pronged criteria:

- Environmental Conditions
- Redevelopment Feasibility
- Community Goals

Washington County Site Redevelopment Program
Comprehensive Inventory & Rankings
Listing by Site Ranking
December 2, 2015

Site No.	Site Name	Address	City	County	Acres	Ownership	Environmental	Feasibility	Community	Overall
1
2
3
4
5
6
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Environmental Conditions

- Potential Level of Contamination
- Potential for Human Contact with Contaminants
- Potential to Contaminate Groundwater
- Land Use Change Requiring Higher Remediation
- Potential for State & Federal Funding Assistance
- Potential Existence of a Viable Causer



Environmental Conditions	Redevelopment Feasibility
<ul style="list-style-type: none"> • Potential Level of Contamination • Potential for Human Contact with Contaminants • Potential to Contaminate Groundwater • Land Use Change Requiring Higher Remediation • Potential for State & Federal Funding Assistance • Potential Existence of a Viable Causer 	<ul style="list-style-type: none"> • Potential for Near Term Redevelopment • Potential Cost of Assembly & Redevelopment • Potential to Catalyze Redevelopment on Other Properties • Potential to Assemble Entire Site • Inclusion in Special Plans and Districts • Potential to Eliminate Blight • Potential to Replace Existing Inappropriate or Marginal Uses



Environmental Conditions	Redevelopment Feasibility	Community Goals
<ul style="list-style-type: none"> • Potential Level of Contamination • Potential for Human Contact with Contaminants • Potential to Contaminate Groundwater • Land Use Change Requiring Higher Remediation • Potential for State & Federal Funding Assistance • Potential Existence of a Viable Causer 	<ul style="list-style-type: none"> • Potential for Near Term Redevelopment • Potential Cost of Assembly & Redevelopment • Potential to Catalyze Redevelopment on Other Properties • Potential to Assemble Entire Site • Inclusion in Special Plans and Districts • Potential to Eliminate Blight • Potential to Replace Existing Inappropriate or Marginal Uses 	<ul style="list-style-type: none"> • Improves Blighted Areas for Reuse • Creates New Jobs • Increases Property Tax Base • Creates Opportunities to Retain/Expand/ Recruit New Businesses • Enhances Long-Term Economic Sustainability • Creates or Maintains Livable Neighborhoods



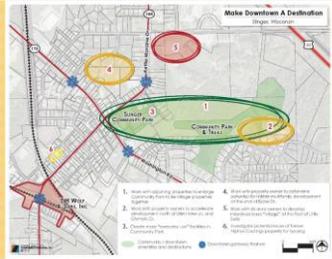
Additional Factors

- Potential to Obtain Site Access
- Potential to Obtain Site Eligibility
- Potential Level of Property Owner / Developer Interest
- Potential Level of Local Government Interest and Capacity
- Presence of Clusters
- Potential Complexity and Cost of Assessment

The inventory is dynamic and as the program grows, newly discovered sites can be evaluated and added.



Differentiator: Drive to Deal



1. Set Context
2. ID Opportunity
3. Build Data-Driven Case
4. Hyper-Target End Users
5. Empower Decision-Makers
6. Structure Deal
7. Deliver



By Design – Anytime, Anywhere

Business Ready WI.com
ECONOMIC DEVELOPMENT WASHINGTON COUNTY

Our Value Add County Profile Your Project Location Capital Stack Intelligence Workforce Business Ready WI Conference

2012 EXCELLENCE AWARDS GOLD

BUSINESS-READY. LIFE-READY.

Washington County's quality of life, abundant workforce and proximity to the Milwaukee market make it one of the best areas in the state to live your life and grow your business.

There are many reasons why Washington County is a great place to expand and relocate, but here are just a few:

- A population that's growing more than twice as fast as the state's population growth rate
- An excellent education system that has a high school graduation rate that's higher than both the state and country as a whole
- A median household income that exceeds the state and national averages

Don't just take our word for it. Check out some of our latest project profiles to find out why companies are choosing to locate all over in Washington County. **EWBC Project Profiles.**

CONFERENCE
Register for the Business Ready WI Conference
[Click to Register](#)

LOCATION ANALYSIS
Search available Washington County Properties



Stage Setting and Outreach

"Brownfield" is NOT a dirty word in our vocabulary.

We have recently signed a multitude of agreements with varied entities both public and private to create a comprehensive plan for the county's most major economic development opportunity. Consider the only major opportunity to address projects in place that get these things done and you have an excellent partner for your next development project. We stand, clear and ready to help you get this done.

One of our brownfield sites, you competitors didn't want.

Redevelopment Site Analysis
This tool simplifies a database of data on brownfield and abandoned sites into a clear, concise and actionable profile to help you identify and target sites that have the highest potential for redevelopment and a viable business case.

Program Success Stories
Our comprehensive strategy results. The Brownfield Redevelopment program's success story. We're so proud, click the link above to check them out.

Impact of Wisconsin's Brownfields
Wisconsin has a great natural resource for "brownfields" aka Redevelopment Economic Development Council. Click the link to see the full report: [Wisconsin's Brownfields: A Path to Economic Revitalization](#)

Brownfield Redevelopment: Part of Our Strategy
Let us help you identify and target sites in place that have the highest potential for redevelopment and a viable business case. We have a lot of experience in this area and we're ready to help you get it done. We have a lot of experience in this area and we're ready to help you get it done.

2012 Business Ready Profile of 2012 on Post-Industrial Redevelopment	2012 Business Ready Profile of 2012 on Post-Industrial Redevelopment
Population Growth	27% increase in population growth
Unemployment Rate	6.2% (state average 7.5%)
Median Household Income	\$42,000 (state average \$38,000)
High School Graduation Rate	92% (state average 88%)
Median Age	37.5 (state average 38.5)
Population Density	100 people per square mile (state average 120)
Median Home Value	\$120,000 (state average \$110,000)
Median Rent	\$500 (state average \$450)
Median Commute Time	20 minutes (state average 25)
Median Crime Rate	1.5 (state average 2.0)
Median Property Tax	\$10,000 (state average \$12,000)
Median Property Tax per \$100,000	1.0% (state average 1.2%)
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Median Property Tax per \$100,000	1.0% (state average 1.2%)



Structure A Deal

Project Background

Business Name: Slinger Corporation
Project City: Slinger, WI
Street Address: 211 Innovation Way
Company Briefing: Slinger is a small, local company headquartered in the USA with production in the US and Canada. Company headquarters (HQ) and a distribution facility are based out of River City, Wisconsin. Manufacturing is based out of Slinger, WI with all production both in WI and 2 sites in TN. They have an assembly and gaging facility in Canada. They finally want to construct a new TIF and produce components used in the energy industry. Corporate wide, company priorities include: (1) re-evaluating its footprint across its various business units, (2) exploring emerging revenues and (3) increasing market share in emerging economies. In accomplishing this, Slinger is optimizing its assets across and making new investments in direct production facilities.

Project Profile: Consolidation of 3 production facilities between WI and TN in one of our existing business units. Should Slinger file with the new production site, it would require some transfer of the Slinger facility for roughly 200,000 SF of adjacent land near to Slinger to its business park. In addition to job retention, a project was would result in some 67 new positions as Alcor would move its production business from its Slinger facility to the new TIF in the location. If successful, Alcor would move its Slinger facility to the new location to provide a continuity due to consolidation in the new location.

Alternatives: Relocating from the WI location, TN and Canada. Slinger is currently considering building out our ex. assembly facility area. We will continue the consolidation and migration due to significant market conditions. City's workforce has not been reliable for manufacturing.

Item #1: 190,000 **Price per SF:** \$9.18 **TIF:** 100,000 per development costs

Project Timeline

Break Ground: 1 May 18
Final Production: 1 May 19

Sources and Uses

Use of Funding	Address	WISC	Variable	County	Local	State	County	Total
Land	000	0	0	0	0	0	100,000	\$100,000
Site Development	000	0	0	0	0	0	2,044,000	\$2,044,000
Construction	000	\$443,000	\$1,435,000	\$2,748,500	\$144,000	\$144,000	\$144,000	\$4,858,000
Equipment	000	0	\$100,000	\$2,190,000	0	0	0	\$2,290,000
Working Capital	000	\$176,142	0	0	0	0	0	\$176,142
Resurrection / Moving Expenses	000	0	0	0	0	0	\$15,000	\$15,000
Training	000	0	0	0	0	0	\$140,000	\$140,000
Other	000	0	0	0	0	0	0	0
Total	000	\$621,142	\$1,435,000	\$2,838,500	\$2,748,500	\$1,944,000	\$1,179,000	\$11,876,142

Projected Employment

Position Title	Avg. Starting Salary Range	TIF Positions Created			Existing TIF Positions
		Year 1	Year 2	Year 3	
Operational Assembler	\$12.00	67	0	0	25
Production Assembler	\$12.00	0	0	0	10
Shipping Clerk	\$12.00	0	0	0	9

Deliver

County and Village Partner with EH Wolf to Revitalize Site for Company Expansion in Slinger*

Brownfield sites whose historical uses present risk for real and/or perceived environmental concerns. Company spends approx. \$1,100,000 in environmental assessment and remediation, building demolition and grading.

Performance based loan of \$260,000 awarded to EH Wolf from county Attraction Fund with repayment opportunity from TIF increment.

Company expansion generates additional tax revenue; Village creates new Tax Increment District.

Tax Increment District disallows Overlying Jurisdictions receive both the existing and increased property tax revenue from the district (\$70,970 per year).

Taxing Bodies:
 • Municipality
 • School District
 • County
 • Technical College

TIF Closes

Property improvements increase property value by \$1,280,000...
 ... Resulting in new property tax revenue of \$59,136/year

Company invests \$4,100,000 in 50,000 sq ft building addition.

Base Property Value: \$667,200
 Base Property Taxes: \$11,834 / year

Base property tax (\$11,834 per year) continues to be paid to taxing bodies. Additional tax increment generated by the expansion is split to offset costs for Village infrastructure, replenish the County Attraction Fund, pay Admin Fees and assist with EH Wolf's project financing until Tax Increment District is dissolved.

Village of Slinger E.H. Wolf & Sons Expansion

- \$4.1 M warehouse and office to support continued growth of local business (established in 1941).
- Industrial uses dating to <1892; former Slinger Foundry site; two former bulk fuel depots
- Economic benefits include: 19 new jobs; \$1,200,00 in annual local wages; \$59,000 in annual property tax revenues; and \$194,000 in increased sales tax revenues.
- County provided \$41,000 in Phase II ESA services





Collaboration to Achieve Success

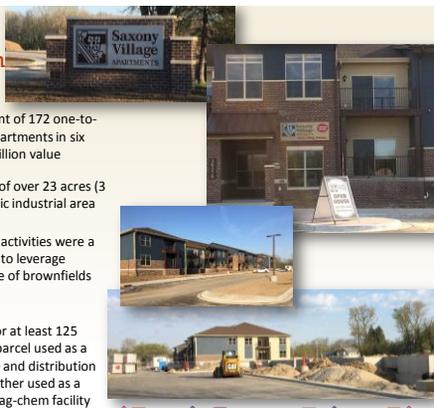
E.H. Wolf & Sons Expansion

- Vandewalle & Assoc. Redevelopment Planning (Village Funded)
- Village of Slinger (Developer Funded TIF = \$758,481)
- Washington County & Stantec (EPA BF Grant Funded Services = \$41,000)
- Economic Development Washington Co. (County Attraction Loan = \$260,000 @ 0% interest)
- WEDC (State of WI Brownfield Grant = \$146,477)
- Property owner (E.H. Wolf & Sons = \$4.1M private investment)
- Owner's consultant (KRP&G, Inc.)
- Owner's attorney (Husch Blackwell LLP)



Germantown

- New development of 172 one-to-two bedroom apartments in six buildings, \$28 million value
- Redevelopment of over 23 acres (3 parcels) in historic industrial area
- Program funded activities were a factor in helping to leverage \$375,000 in State of brownfields cleanup funding
- Industrial uses for at least 125 years, with one parcel used as a bulk fuel storage and distribution facility and the other used as a lumberyard and ag-chem facility



Collaboration to Achieve Success

Germantown Saxony Village Development

- Village of Germantown
- Washington County (\$38,000 in EPA BF Grant Funded Phase I and II ESA Services)
- WDNR Green Team
- WEDC (\$375,000 brownfield grant)
- Developer (J.B.J. Companies, Inc.)
- Developer's consultant (Himalayan Consultants, LLC)

--Catalyst for Revitalization Technical Assistance



Lessons Learned & Best Practices

1. Provide a regular forum for municipal staff to learn and share best practices related to brownfields (i.e., work at building and retaining local institutional knowledge).
2. Try to fully integrate brownfield projects w/ local economic development programming.
3. Focus on documenting economic benefits in both broader and greater detail.



Lessons Learned & Best Practices

4. Minimize public use of the term "brownfields" (instead use "opportunity," "revitalization," or "redevelopment" sites).
5. Invest time in a comprehensive inventory of brownfield sites (and then in prioritizing and maintaining the inventory).
6. Focus on identifying and providing types of information on brownfield sites most useful to developers.



Lessons Learned & Best Practices

- 7. For EPA grants, make use of all of the tools available: inventory, assessments, remedial planning, reuse planning, market studies, area-wide planning, etc.
- 8. Try to use a multi-disciplinary approach that fully integrates planning, assessment, and economic development expertise.
- 9. Think of building “programs” not just completing “projects.”



Next Steps & Challenges

Secure Future Funding

- Secured \$600,000 FY 2017 USEPA Brownfields Assessment Grant
- Applied for \$1,000,000 FY2018 USEPA Brownfield Revolving Loan Fund Grant – Not Awarded this Round (scheduling interview with USEPA to learn how to improve for next application)



Next Steps & Challenges

Future Goal – Sustainability

- Obtain sustainable program with permanent funding source in place in 3 years
 - County and local government investments
 - USEPA Brownfields RLF grant
- Develop online application to empower local governments to update potential redevelopment site inventory and site prioritization



Next Steps & Challenges

Future Goal – Maximum Leverage

- Work with County, local governments, EDWC and Wisconsin Economic Development Corporation to maximize leverage of projects
 - County Board Endorsement of EDWC’s “loan portfolio double down initiative” (\$20M by 2020 of local sale tax revenue)
- Use grants to leverage at least \$2 million in additional grants
- Exceed the minimum number of assessments outlined in Work Plan



Next Steps & Challenges

Future Goal – Connecting to Investors

- Continue integrating new sites and additional GIS layers into EDWC brownfield redevelopment web tool
- Continue EDWC’s efforts of promoting brownfield sites
- Connect with lenders and commercial real estate professionals and others on the front-line of declining industrial/commercial sites



Next Steps & Challenges

Future Goal – Marketing

- Develop return on investment and economic impact analysis
- Develop success story profiles and case studies
- Demonstrate the value of planning as it translates into improved economic conditions
- Improve communications with public and media
- Excel in promoting success stories that explain the challenges and benefits resulting from brownfield redevelopment (and the costs of inaction)



Next Steps & Challenges

Challenges to Future Success

- Acceptance of municipalities contributing to permanent funding mechanism
 - Governments competing for tax dollars
- Improve tracking and measurement of economic impacts (in all of its forms)
- Successful connections with real estate professionals & lenders



Next Steps & Challenges

Challenges to Future Success

- Maintain effectiveness, organization and regular meetings of the SRC
 - Defining success – what does it look like?
- Program has evolved into something much larger than originally considered
 - Impact on program administration
 - Impact on EDWC
- Sustaining momentum



Questions??

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- **Redevelopment Site Analysis Web Tool**
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- **Site Redevelopment Program website**
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